

MIAMI-DADE COUNTY URBAN TASK FORCE

Strategic Plan

ANNUAL UPDATE 2004

MIAMI-DADE
COUNTY



Economic Revitalization
*in
Miami-Dade
County*

Connecting THE DOTS... & PROGRAMS

The Task Force on Urban Economic Revitalization, a legislatively created board of private citizens possessing experience and expertise on urban economic development matters, holds as its objective, the promotion of viable sustainable economies within targeted urban areas. By focusing on the policies, programs and trends within the designated areas the Task Force provides a basis for future policy development and enhanced service delivery.

The Task Force makes funding recommendations and produces public funding monitoring reports, program design, and other related research and analysis. This information, most of it documented for the first time in Miami-Dade County, augments the efforts of traditional implementing departments and provides the basis for policy advisement to the Mayor of Miami-Dade County and the Miami-Dade County Board of Commissioners.

This year the revision of the strategic plan was based on community input obtained through "The Urban Summit," a four day conference which spanned targeted urban areas in the northern, central and southern regions of Miami-Dade County. The sched-

**Annual Update
of the
Miami-Dade
Urban Task Force
Strategic Plan**

ule and content of the summit is contained in the resource book which is included in the update as an attachment.

In addition to the community responses, we have presented new recommendations based upon the testimony and consensus reached through professional focus group discussions that took place during the Urban Summit and the empirical data captured while conducting the analysis of major economic development pro-

The needs of historically underserved communities require a cross-pollinated programs approach

Executive Summary

Seven years into its mission, the Task Force on Urban Economic Revitalization (“Urban Task Force”) has witnessed much progress. A strong foundation is being built, concrete measures have been taken and concrete is being poured. Yet the hardest work, of putting many more people to work with good wages, is still ahead of us.

During the past year, under the direction of County Manager George Burgess, the County began to formalize a strategic plan. The importance of this plan to economic development is extremely noteworthy because it assigns goals and objectives to specific departments, thereby building greater accountability and productivity. This was a primary concern noted in previous reports from the Urban Task Force. Its process, consisting of extensive community and professional focus group discussions, embraced a strategy exhibited by the Task Force during the public hearings conducted in 1997-98. The end product was reflective of community priorities and provided a current assess-

ment of county economic development programs.

What has become apparent through the recent planning process is that it is not sufficient to merely assign responsibilities to departments for implementation. While assigning organizational responsibilities is necessary in order to establish accountability and measure productivity, the success of the plan lies beyond the wall of any one department. The critical priority now, is to coordinate the actions of numerous departments impacting economic development and insure that the programs of each agency leverage the programs and services of the others.

As a result of extensive community and professional focus group discussions, the Urban Task Force arrived at this critical conclusion: the needs of historically underserved communities require a cross-pollinated programs approach. OCED, MMAP, the Empowerment Trust and DBD in addition to the housing, transportation, workforce, public works, water & sewer and public safety departments all must pull together. Service

delivery will have to transcend departmental boundaries. Recent population shifts have intensified this concern. Only one in six residents of Miami-Dade County lives in the central city. While downtown has grown rapidly in the last ten years, adjacent Overtown, and other Targeted Urban Areas (TUAs), have lost population. These issues and other demographic information based on the 2000 census are included in the "profile" section of this plan update.

The need is critical. The poverty rate within the Targeted Urban Areas is 31.8%. The unemployment rate is 15.6%, three times that of the county as a whole. Per capita income is \$10,443. Median family income is \$25,778. Over 40% of TUA residents have no high school diploma. Only 11% have college degrees. These facts point to the importance of encouraging markets which employ from existing skills pools.

Lack of transportation is another serious problem. Amazingly, forty percent of the City of Miami's black residents do not have cars and public transportation routes from depressed inner city neighborhoods to the prosperous suburban job markets are woefully inadequate. Ineffective planning in this area has created a de facto separation of inner city residents from existing jobs and exacerbates the poverty within the urban core. All of this points to the urgency of creating more effective public transportation routes and encouraging local businesses to locate along those routes. On the

The amount of funding provided businesses in the Targeted Urban Areas remains in stark contrast to that provided businesses outside the TUAs

bright side, we are particularly encouraged by passage of the county transportation initiative in late 2002, which should alleviate current system deficits. Another concern of the Urban

Task Force is the continuing stark contrast between the resources provided to businesses in the TUA communities and businesses outside those communities. The disparity is

especially acute in vendor contracts, where TUA businesses receive less than two percent of total contract amounts. Nevertheless, progress is being made. During its first year, the Urban Task Force noted that the prime source of community dissatisfaction was the pace at which county resources were made available to local small businesses. In the last two years there has been a marked improvement in the level of funding provided TUA businesses. The Urban Task Force's study of the investment pattern of government economic development programs over the past three years is included in this plan update. The report traces the \$14,850,451 in investment loans, grants and tax incentives which have been allocated to TUA businesses since 2001.

These reports, as well as others which illustrate the business profile of individual TUAs, and the "Findings & Recommendations" from the first "Urban Summit", reflect some of the activities and analysis conducted by the Task Force during 2003. These activities are undertaken to carry out the mission stated in County Ordinance 97-33. This enabling legislation also requires that priority issues stated in the first Strategic Plan of 1998 be addressed in an annual progress report. By presenting these issues, which serve as economic development markers, in conjunction with related current statistics, we hope to provide policy makers with information which can lead to constructive dialog where necessary, and productive action as required.

Less than two percent of the amount of the County's vendor contracts goes to businesses in the Targeted Urban Areas

Commercial REVITALIZATION

ORIGINAL KEY RECOMMENDATIONS (1998)

1) The County should adopt an ordinance to facilitate the purchase and renovation of vacant homes and buildings.

The Board of Commissioners adopted the first infill housing ordinance in March 2001. It mandates the identification of all suitable infill property, establishes a mechanism to clear title and to forgive outstanding liens in order to make the transfer of these properties feasible.

2) Assessment of abandoned properties and transfer of properties to responsible neighborhood CDCs, churches and social services groups should be conducted.

Program now in effect.

3) Encourage beautification projects such as tree planting and landscaping.

The Trust for Public Land in conjunction with the Overtown Collaborative and Florida International University has undertaken efforts in Overtown to establish street and median scapes.

4) Create an incentive pool to encourage adjoining businesses to coordinate property facades and signage.

Previously established facade grant programs managed from OCED have provided funds for

structure and adjoining lot improvements. This “commercial revitalization” fund can also be viewed as an incentive for adjoining businesses to formulate comprehensive facade proposals.

5) Establish loan and grant funds.

There are now at least five loan programs available to small and medium sized business:

- The MMAP Revolving Loan
- Micro-loan
- Revolving loan and equity investment fund managed by the Empowerment Trust
- Community revolving loan fund and peer lending programs managed by OCED
- The Stability Loan Fund, a demonstration loan project designed and implemented by the Task Force, provided \$864,000 to TUA businesses over four months and Historical Preservation grants of \$550,000.

These programs have totaled over \$4.2 Million.

6) Establish CDC support fund.

A legislative measure was proposed during the 2004 state legislative session and was tabled in senate committee.

7) Establish a revolving loan fund.

In effect.

8) Provide business loan guarantees.

The Section 108 TUA/RLF was established in 2002 and has the capacity to guarantee business loans for large scale development. Local small business can also apply to the local SBA for loan guarantees not exceeding \$500,000.

9) Establish an “employee training grant” for new expanding businesses.

As the County has taken efforts to expedite funding we have observed that issues related to the management capacity of the businesses themselves create barriers to success. While there are technical assistance programs available to help business owners address these issues, they remain for the most part centralized and inaccessible to businesses throughout the TUAs. Recent efforts of the Enterprise Community Center in support of the Mom & Pop Small Business Grant Program, in which training and orientation sessions were held in locations close to business corridors, proved to be successful and may provide a model for establishing ongoing assistance.

10) Extend benefits now available to businesses in state Enterprise Zones and/or federal Enterprise communities to the Targeted Urban Areas.

The current state Enterprise Zone law will sunset in 2005. Boundaries are currently under review and changes have been proposed by the County commission chair to expand program benefits to additional target urban areas.



Additional recommendations from Urban Summit 2003

11) Work with the county, local municipalities and the private sector to develop a strategy for commercial development in Miami-Dade. The strategy should identify key corridors where investment needs to be targeted. It should also set priorities for when development should occur. Local government entities should follow the strategy to determine when and where infrastructure and capital investments need to be made. The strategy should be informed by a market and industry study.

In progress.

12) Conduct an industry study of businesses located in the TUA and EZ neighborhoods, with a focus on the business corridors. The study should provide information on the types of businesses located in these communities and should identify existing business clusters. The purpose of the study would be to identify growth industries.

Business surveys have been conducted of the Overtown, Coconut Grove and Model City TUA business corridors. A survey of North Dade is scheduled for FY 2004-05.

13) Conduct a market study of distressed communities in Miami-Dade. The study should provide a profile of the spending patterns of residents and identify potential business opportunities. The goal should be to identify possible niche industries.

Consumer market studies of Carol City, Opa-locka, Model City and Richmond Heights have been completed. Market studies for Brownsville and Little Haiti are scheduled for FY 2004-05.

14) The County's economic and community development agencies should use the results of the industry and market studies to target their business development programs. These agencies should develop a joint strategy for providing loans, grants, and tax incentives to help foster growth in key corridors or industries.

In progress.

15) Work with local governments to assure that they commit to providing a standard level of service to business corridors in distressed communities. This would include infrastructure improvements, police service, and code enforcement. It may be necessary to create a business advisory committee for each business corridor to assure that the interests of these business centers are represented.

In progress.

16) Identify the various types of public and private resources available for commercial development (i.e. New Markets tax credit), and develop strategies for using these resources. This should include a CRA analysis of investments made by financial institutions.

In progress.

17) Work with the State of Florida to assure that the state participates in the New Markets tax credit program.

In FY 2004 an application for the New Markets tax credit program was submitted by the Miami-Dade Empowerment Trust but was not approved by the federal Treasury Department. In this particular review cycle none of the submissions from the State of Florida were approved. However, the application submitted by the national office of LISC was approved and market credits for local projects can be accessed through the local LISC office.



Work force Development

Original key recommendations

1) Develop a working consortium of key organizations to deal with work force development and business opportunities issues.

Under the direction of South Florida Workforce a consortium of 31 community groups was formed to coordinate workforce training efforts throughout the county. Of these organizations, only three have TUAs as their primary service areas. To conduct a closer assessment, the Task Force has requested a financial report from South Florida Workforce to illustrate the amount of investment made within TUAs since the funding of the consortium.

2) All businesses in TUAs should become WAGEs business partners.

No action taken.

3) Develop certification program for black businesses in the TUAs.

The Department of Business Development currently administers a minority vendor certification which is restricted in its specificity by controlling federal law.

In January 2003 the Board of County Commissioners adopted the Community Workforce Pro-

gram (CWP). This legislation sponsored by Commissioner Dorrin D. Rolle, requires that contractors hire from within the designated target area (DTA) in which the publicly funded project is located. This new policy seeks to address the unmet need for employment opportunities within designated target areas of which TUAs constitute a part.

4) Establish 500 Role Models of Excellence, mentorship and other programs for the TUAs.

The current countywide “Role Models of Excellence” program is headquartered on the 27th avenue TUA corridor and can be accessed by students from TUA communities.

5) Support juvenile crime prevention and dropout prevention programs for youths in the TUAs.

Over the last three years the County has re-



quested state funding for the juvenile assessment center which provides a range of services at the initial stages of the juvenile’s involvement with the justice system. In addition the center sponsors proactive programs for at-risk children.

6) Provide support services through a variety of organizations for residents and businesses of the TUAs.

Services are provided to residents primarily through Health and Human Services, Housing, and the Community Action Agency. Team Metro offices have begun to assess options which will allow TUA businesses to meet with economic development agency service providers at Team Metro locations.

7) Invite TUA business owners to participate in job fairs.

This ongoing activity continues to be managed by the Procurement Department, The Department of Business Development, the transportation department and other large scale proprietary departments.

Additional recommendations- Urban Summit

8) Convene the members of the workforce panel on a regular basis in order to develop joint strategies for addressing economic development and workforce issues. The school board and other relevant agencies should be invited to participate.

The initial work on this issue was conducted by South Florida Workforce. The Urban Task Force has requested data from the agency regarding its program results and will include its findings in the next update of the “Urban Task Force Strategic Plan.”

9) Centralize workforce development and economic development leadership within

the county and region. This will enable the various agencies to collaborate with each other and coordinate the use of resources. It will also create a more holistic approach to resolving common problems. However, attention should be given to assure that strategies are tailored according to individual community needs. Currently, workforce related issues are handled by two separate assistant county manager offices.

See previous comment.

10) Work with the appropriate agencies to increase the availability of “soft skill” training for working age adults. This effort should also include a training program that provides language skills and remedial education specifically geared for business settings. Care and due diligence must be shown to insure that the term ‘soft skills’ does not become a functional euphemism for discriminatory evaluations.

Action pending.

11) Work with the school board to assure that “soft skill” training is incorporated into their curriculum. This would include lessons on business communication, business ethics, and critical thinking.

Action pending.

12) Develop incentives to maintain significant private sector involvement.

Incentives are currently provided through the South Florida Workforce Development, Empowerment Zone, Enterprise Zone, and state sponsored industry programs.

13) Bring business to the table. Encourage the private sector to become active partners in workforce development efforts by participating in industry advisory groups, helping workforce agencies to identify growing occupations, de-

veloping relevant training curricula, and providing instructors from the industry.

Action pending.

Capital development

Original key recommendations

1) Additional services and resources are needed to support ongoing efforts to provide for the comprehensive needs of the small business community through the Enterprise Community Center, including private sector capitalization of a new revolving loan fund; on-site certification for contracts with Miami-Dade County, the Miami-Dade County Public Schools, the U.S. Small Business Administration and the State of Florida; private sector support by local businesses for the procurement of supplies and services for TUA businesses; and establishment of an “executive on loan” program.

One of the major issues still unaddressed in this area is the lack of significant participation by local financial institutions in the county loan and other similar development programs. In an effort to highlight the importance of this issue we advocate that banks be required to report all commercial investments in the same manner they are required to report housing loans through the annual CRA process. This policy recommendation should be initiated by the county commission and made a local federal priority.

2) Establish an ongoing effort to encourage the formation of public/private partnerships working to revitalize the TUAs.

The section 108 TUA/Revolving Loan Fund has been established as a prime instrument for facilitating public/private partnerships. Over \$10 million in TUA projects has been reviewed and approved by the Task Force loan committee in a two year

period. Of the proposed developments which have been approved are the Northside Shopping Center renovation, the LEASA production center expansion and the Edison Plaza redevelopment and expansion project. In addition, the Task Force has directed a series of market studies focusing on TUA expenditure leakage trends which can be used to inform the investment decisions of the TUA/RLF as well as other county investment instruments.

3) Examine viable alternatives for funding development goals in the TUAs - a community development bank following the example of the Los Angeles Community Development Bank model; loan purchase fund through the United States Department of Housing and Urban Development (USHUD) Section 108 Program.

Action pending.

4) Involve residents of the TUAs in fundraising efforts.

Action pending.

Industrial development

Original key recommendations

1) It is strongly recommended that physical improvements necessary to assist companies to relocate into the urban area become a top priority. Utility upgrades such as water and sewer, road repair and construction, and landscaping of areas adjacent to sites targeted for development should be undertaken on a priority basis. Infrastructure improvement or new construction should be funded via the county budget process or special bond issue. The Miami-Dade County Public Works Department must assess the infrastructure needs in the TUAs and provide a report outlining the needs, the current projects underway, those planned and the cost associated with each. This report should be completed

within 120 days. In those TUAs that fall within a municipality and require infrastructure improvements, the municipality shall conduct the assessment and provide the necessary funding for those improvements.

Over the last year, issues related to industrial site infrastructure needs have remained a priority. The Task Force has established an inventory of all vacant industrial properties (both privately and publicly owned).

2) Create a TUA (Targeted Urban Area) infrastructure trust fund to serve as an incentive to assist companies needing infrastructure improvements. To receive this incentive, the company would be required to create a minimum number of five (5) new jobs and/or make a minimum capital investment of \$500,000.

Data collection under way.

3) Environmental cleanup of potential development sites must be identified by the appropriate agency or, Task Force i.e., Brownfield Task Force, Eastward Ho, DERM and EPA. An inventory should be developed identifying specific sites with the associated costs for assessment and subsequent remediation. A high priority must be the development of an assessment and remediation schedule with a corresponding budget, within 120 days.

The Task Force continues to monitor environmental remediation activity and assist the Beacon Council in their efforts to market these Brownfield areas. Over three hundred contaminated sites within the Targeted Urban Areas have been identified.

4) Any infrastructure improvement to encourage industrial development must also include sidewalk repair and replacement, street lighting, signage and landscaping. These should be considered part of overall development costs of any project.

Data collection under way.

5) A key component of infrastructure improvements to encourage private sector investment must be a systematic and budgeted program of neighborhood beautification. The committee feels strongly that neighborhood improvements such as landscaping, signage, street lighting, and side-walks that improve the physical environment will also serve to encourage private sector investment. It can not be expected that the private sector will invest in an area when the public sector has not made the necessary financial and policy commitment to improve these areas.

Implementation underway as directed by the County Manager's office.

6) Miami-Dade County must make it a priority to fund infrastructure improvement in these TUAs.

Planning under way as directed by the County Manager's office.

7) It is the unanimous recommendation of the committee that the Poinciana Industrial Center (PIC) attract private-sector investment and corresponding new employment once the environmental and land assembly issues are resolved.

Land assembly has begun under the management of the Miami-Dade Empowerment Trust. The environmental remediation has been completed as a result of funding from the Urban Task Force, DERM and OCED.

8) Priority should be given to encourage private-sector investments and development that will result in employment opportunities for the resident work force.

This priority has been undertaken by OCED and the Miami-Dade Empowerment Trust through its program investment strategies.

9) Permitting issues are a barrier to investment throughout Miami-Dade County. Permitting difficulty within the Targeted Urban Areas



continues to serve as a disincentive for private-sector investment. The issue is not a lowering of standards but rather the ability to get permitting requests reviewed and approved in a timely "business receptive manner." The committee recommends that a "fast track" permitting assistance program be established for any company creating a minimum number of five (5) new jobs and/or making a capital investment of \$500,000. The committee also recommends that this fast-track permitting program require that companies seeking such assistance make a commitment to hire employees that reside within the TUAs. Local companies looking to expand within the TUAs should be given priority in any permitting assistance. The committee strongly recommends the development of a fast-track permitting program to foster investment within TUAs.

The difficulty experienced by developers in obtaining county permits related to development has

been heard by the Mayor and the management of the Building Department. As a result an automated e-permitting system has been established for certain fundamental permits (electrical, plumbing and mechanical). This new process reduces the standard waiting time between application and permit approval.

10) The Industrial Development Committee also recommends that incentives be utilized to induce private sector investment in TUAs. The committee firmly believes that incentives tied to investment and job creation with specific performance requirements can become a key decision factor in the location process. The committee recommends that incentives be utilized to encourage investment, employment and infrastructure improvements directly within the TUAs. The allocation of a portion of "Section 108" capacity specifically for utilization within the TUAs is a strong step in the right direction. The federal and county guidelines for the utilization of these funds must be used to leverage private-sector capital investment, business development and job creation within the TUAs. An infrastructure trust fund to offset costs to develop within the TUAs should also be established and capitalized.

The Urban Task Force recommends that a bond referendum item be presented to the public to support this activity.

11) Any business expansion or location within the TUAs will require a well-trained skilled work force. The committee recommends that an assessment be made of all current job training programs as to their effectiveness in addressing the real need within the TUAs. There is a strong belief that the best programs are customized on-the-job training programs designed and implemented by the private-sector companies themselves. Close coordina-

tion has and will continue with the Florida Employment and Training Council regarding the findings of the "One Community/One Goal" effort to insure that residents in the TUAs have access to training opportunities that will allow them to compete for jobs in the expanding industries targeted by "One Community/One Goal." While entry level employment opportunities are important especially as a key-component of the efforts to transition individuals into the work force, the goal must be to create value-added jobs that will increase income levels for residents within the TUAs.

Program data will be reviewed during the FY 2004-05 by the Urban Task Force. Enterprise Florida has identified ten (10) communities to be designated for special assistance under its new program "Enterprise Florida Urban Initiative". As the key component of this program Enterprise Florida Inc. will hire an urban recruitment specialist who will be responsible to work with the lead local economic development organizations (LEDOS) in their ten (10) communities to identify sites in targeted Urban Areas that will be specifically marketed to businesses. Enterprise Florida Inc. intends to develop and maintain in concert with LEDOS a database of all available business sites and facilities in these targeted communities that can accommodate relocating or expanding businesses. In order to complement this new initiative the Beacon Council has hired an individual as a part of its own urban initiative program whose primary responsibility will be the recruitment of businesses into the Targeted Urban Areas as identified by the task force as well as efforts to assist expanding businesses in the TUAs. The Beacon Council also hired an additional business development staff member to implement this program. As part of this initiative not only will sites and facilities need to be identified, but a targeted sector strategy needs to be developed in order to identify specific market and industry sectors to be recruited. Enterprise Florida Inc. needs to identify

and budget appropriate resources in order to partner with local economic development organizations such as the Beacon Council, Metro Miami Action Plan, Office of Community & Economic Development (OCED) and the Urban Task Force in the implementation of this new initiative.

12) Additionally, the Urban Task Force strongly recommends that the sector strategies as developed by “One Community/One Goal” include targeted efforts to recruit and locate businesses into the Targeted Urban Areas.

Action pending.

13) The Beacon Council should report results of this partnership with Enterprise Florida, Inc. as part of their project tracking system. This initiative should also be incorporated into the Beacon Council’s work plan for the remainder of this year.

The Beacon Council currently submits a quarterly report to the Urban Task Force which identifies pending projects and final business investments in county TUAs.

14) An inventory of all potential development sites both publicly and privately owned must be developed. This inventory must contain information commonly required by the private sector when considering investment potential. Information such as zoning status, infrastructure, ownership, taxes, land assembly, land costs, transportation access, and available incentives needs to be developed as part of this effort. An updated web-site and collateral print materials also need to be produced. Specific resources will need to be allocated for this purpose. This information must be utilized as part of business recruitment efforts undertaken by the Beacon Council. This includes updating information on a regular basis and distributing this information to real estate bro-



kers, developers, site selection consultants, business prospects and any interested parties.

The Urban Task Force has compiled an inventory of all vacant industrial parcels within the TUAs. An analysis will be conducted during FY 2004-06 to determine the status of zoning, land assembly and infrastructure issues as they relate to prime parcels and locations.

15) A marketing program, including marketing materials, similar to that which was developed by the Beacon Council to promote South Dade’s economic revitalization efforts, needs to be developed for the TUAs. Funding resources need to be allocated in order to develop materials to assist in the recruitment of private investment into the TUAs. The marketing initiative should include a public relations effort to address the current negative perceptions of

investing in TUAs. The marketing effort needs to be an over-all aggressive public relations campaign to market TUAs as viable investment locations. The current negative image of TUAs both within and outside of the county stands as a major impediment to attracting private sector investment. Funds need to be allocated specifically to develop and implement an aggressive ongoing marketing campaign to encourage investment within the TUAs.

Statewide marketing materials were developed through Enterprise Florida. Additional marketing materials were developed by the Urban Task Force and were included in the Beacon Council packages to potential investors.

Additional recommendations- Urban Summit

16) Work with the county and local municipalities to develop an industrial development policy for Miami-Dade. The policy should provide a clear vision of the goals and the action steps that must take place to meet those goals.

Action pending.

17) Identify areas that are appropriate for industrial development and work with state, county and city governments to assure site readiness. Determine the best investment use for each location.



Prime locations have been identified and area improvements are being managed through the County Manager's office.

18) Conduct a capital audit of private investment in the TUAs. This should include a CRA analysis of investments made by financial institutions. Conduct the audit on a regular basis to provide accountability regarding redlining issues.

The Urban Task Force has requested CRA data related to local TUA commercial investment. That request is currently pending a response from the federal Small Business Administration office.

19) Identify the various types of public and private resources available for industrial development (i.e. New Markets tax credit), and develop strategies for using these resources.

A catalog of public and private resources for industrial development was compiled and published by the Urban Task Force in FY 2004. The catalog will be updated in alternate years.

20) Work with the county and municipalities to streamline the permitting and building process across jurisdictions. The goal would be to have interlocal agreements that would create one stop permitting and accelerated permitting at an intergovernmental level.

At the urging of the Mayor's Office, Building and Zoning began implementing an expedited permitting process which has a 30 day time line.

21) Request that the Miami-Dade Congressional Caucus support the full and legitimate implementation of the Community Reinvestment Act.

Action pending.

22) Work with the private sector to develop a marketing strategy to encourage industrial development. This would require a market

study that provides accurate information on demographics, transportation and site readiness, as well as an assessment of the business environment and opportunities for investment.

Action pending.

23) Create opportunities for stakeholders to come together. Work with these groups to develop public/private partnerships, and define what such partnerships mean.

This is a continual process undertaken by the Urban Task Force, MMAP and OCED. Each entity uses its program resources to encourage and support public/private partnerships in development projects within the TUAs.



MIAMI-DADE COUNTY URBAN TASK FORCE

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